Director's Leadership and Training Philosophy

26 April 2005

MG Ronald L. Johnson

Our Mission ***- provide equitable, effective and efficient management of Army installations worldwide to support mission readiness and execution, enable the Well-being of Soldiers, civilians and family members, improve the Army's aging infrastructure and preserve our environment.***

Leading Change for Installation Excellence

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DIRECTOR'S LEADERSHIP PHILOSOPHY

- Work hard AND work SMART
- Keys to Success - Integrity, Loyalty, Fairness, Health
- Fix Problems with a systems approach
- ONE TEAM - ARMY, ACSIM, IMA
- Earn our reputation everyday
- When in charge, take charge; when not, act accordingly
- Everything we do affects the quality of life of some
  DOD person

CHALLENGES

- Processes, Products, Services - CUSTOMER gets to vote
- Educating the Customers
- Embracing and Living the Army's Vision
- Team Building
- Presence versus Influence
- Focusing Efforts of Decision Making Bodies
- ARMY/Installation TRANSFORMATION - Intellectually and Physically
- Defining Success; Consistent Excellence in what we do
- Unknowns - What I don't know; who you are; who I am

ABOUT THE DIRECTOR

- Product of a single parent, welfare-supported home
- USMA Grad 1976; JROTC product - Chicago
- EOBC, AOAC, CGSC, SAMS, War College Fellow, GO Exec Education
- MSOR, Georgia Tech; MMAS, SAMS
- Proud, serious, analytical, systems-oriented
- Believes in the chain of command - ALWAYS!
- Strives to be physically fit - EVERY DAY!
- Believes in a professional work environment - in all ways
- *LEARNER, ACHIEVER, ARRANGER, DEVELOPER, SELF-ASSURANCE*

DIRECTOR'S FIVE FUNDAMENTAL QUESTIONS

- How DOES this operation, system, or process run?
- How is this SUPPOSED to run?
- How do we CORRECT what is wrong?
- Who is in charge of FIXING the problem?
- Who is RESPONSIBLE to follow up to see that the problem is corrected?

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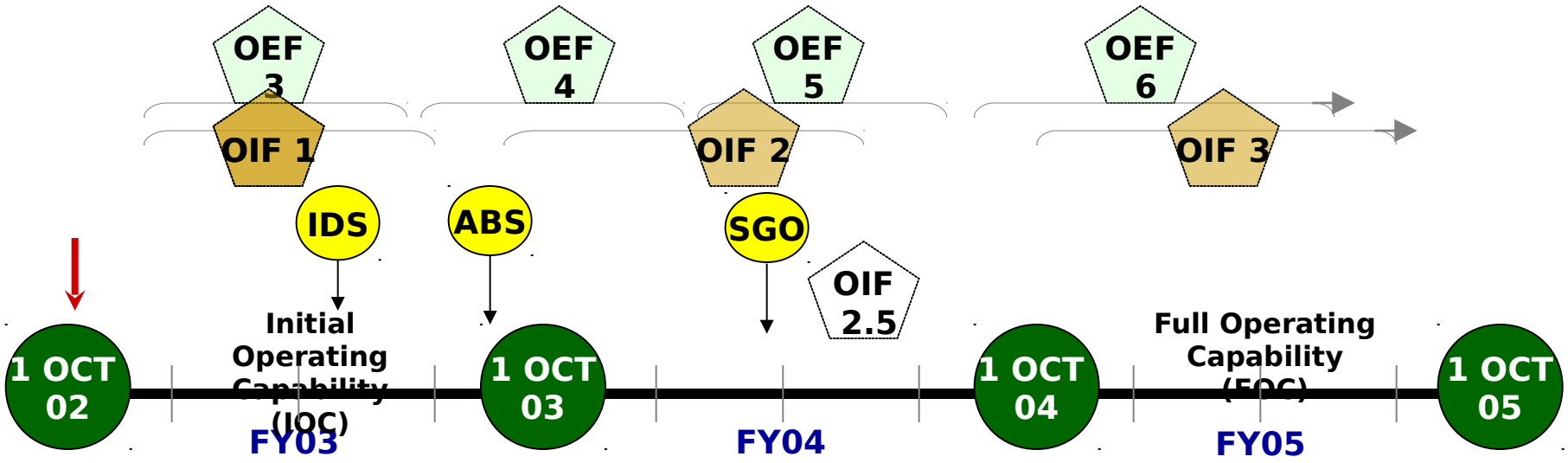
STATE OF IMA TRANSITION MILESTONES



- Base Support funds thru MACOM "bankers"
- Personnel on MACOM TDAs

- Base Support funds under IMA control
- Personnel on IMA TDA

- Personnel actions complete
- SGO implementation with FY06 TDA out-of-cycle update

DIRECTOR'S TRAINING PHILOSOPHY

"If it does not hurt to send someone to training, you are sending the wrong person."

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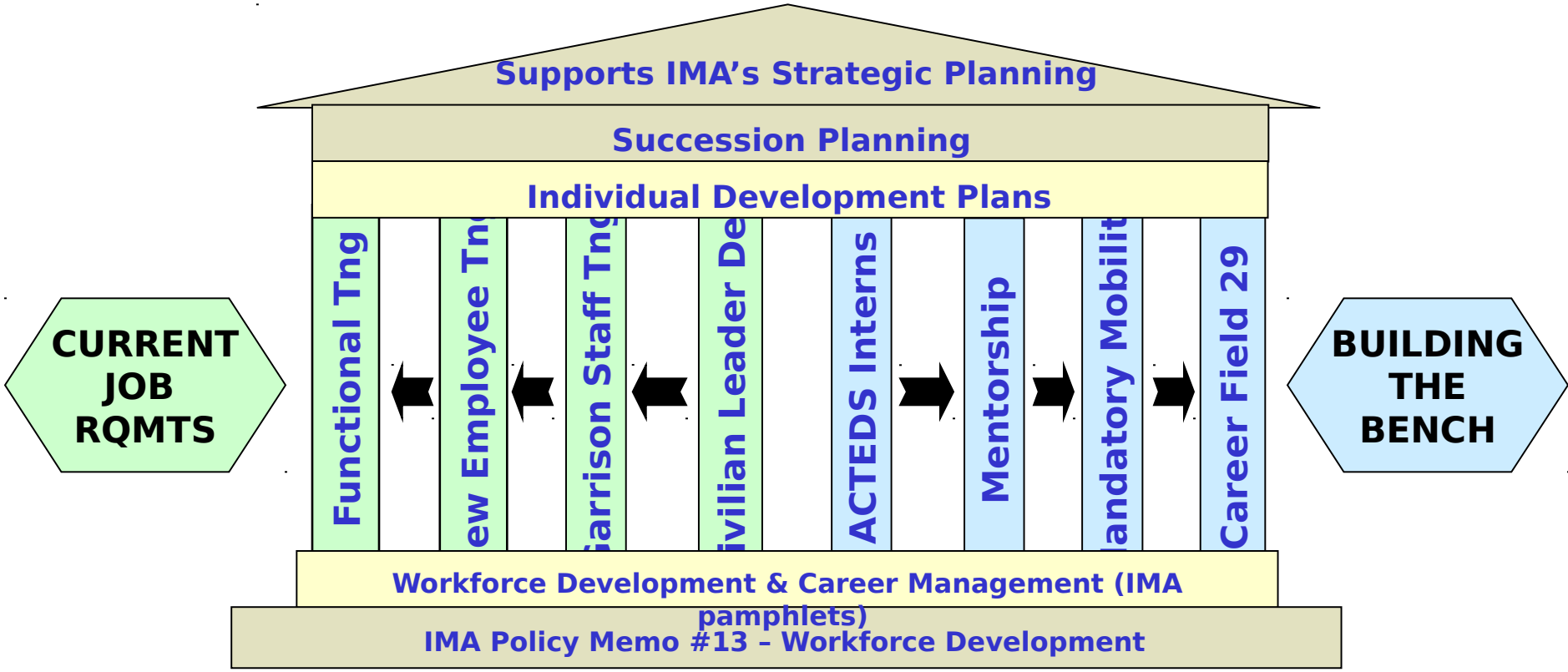
WORKFORCE DEVELOPMENT PROGRAM

ENDSTATE:
Trained, educated, and ready civilian and military workforce for current and future positions.



WHAT WE ARE DOING FOR *YOU*
CAREER FIELD 29

- CF 29 ACTEDS Plan
  - Leadership competencies
  - Functional competencies
  - Business competencies
- CF 29 Database
  - Registration
  - Job vacancy information
  - Competency Based Self Assessment
  - Recommended Training, Education, Assignments, and Self Development
- Partnership & Membership with International City/County Managers Association (ICMA)
- Civilian Executive Development Assignment Program
- "Building the Bench" for senior civilian managers at our installations

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ON THE HORIZON

- Career Field 29 → Career Program 29
- Candidates Program for CF 29
- Professional Credentials
- Garrison Management Course

- Masters Degree in Public Administration for CF 29

CHALLENGES AND OPPORTUNITIES FOR LEADERS

- Develop Multifunctional Workforce
- Performance expectations aligned with Organizational Mission Goals
- Performance/Contribution Based Pay Increases
- Ensure Accountability
- High-performance Culture – Employment Engagement
- Robust Communication – Must know Your People
- Bold Leadership
- Foster Excellence

GOOD ⇢ GREAT

ARMY CIVILIAN CORPS CREED

I am an Army Civilian – a member of the Army Team
I am dedicated to the Army, its Soldiers and Civilians
I will always support the mission
I provide stability and continuity during war and peace
I support and defend the Constitution of the United States and consider it an honor to serve the Nation and its Army
I live the Army values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage
I am an Army Civilian

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END OF BRIEF

NSTALLATION MANAGEMENT AGENC

"Sustain, Support and Defend"

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Backup

CEDAP VISION

The premier Army workforce development program that provides career-broadening assignments for continuous enhancement of employee competencies, thereby improving accomplishment of IMA's mission.

PURPOSE OF CEDAP

- Develop IMA employees for positions of increased responsibility; "Building the Bench"
- Infuse New Ideas, Energy, Creativity at all levels in IMA
- Improve Organizational Performance

OVERALL CONCEPT

- Strategically manage assignments
  - Employee oriented vs position oriented
  - Requires mobility (organizational, functional and/or geographic) for rotational assignments
    - Employees in positions at initial implementation will be asked to volunteer to participate in program
    - Those who choose not to participate will be "Grandfathered" while in their current positions
    - Employees who move into positions after initial implementation must sign program agreements requiring mobility
  - Annual review of employees due for rotation (i.e., in positions for 5 years)
  - Provides career broadening experience while meeting mission needs
- Program includes:
    - IMA CF-29 Employees (less SES) initially
    - May expand to include others after Pilot

CEDAP IMPLEMENTATION APPROVED

- Director IMA (DIMA) approved Pilot Study
  - Memo signed 6 Jan 05
    - Provides guidance for management and administration during pilot
    - Includes Letter of Instruction (LOI) w/objectives, expected results and procedures
    - Includes Draft IMA Pamphlet 600-7 as basic guidance
- Deputy Director, IMA (DDIMA) sent email to IMA Region Directors, 2 Feb 05
  - Notified of Pilot Study approval and next steps
  - Encouraged Region Directors to discuss CEDAP with affected employees

INITIAL IMPLEMENTATION

HQIMA WFD Lead Office for Study

- Establish and maintain list of CEDAP employees
- Provide info on CEDAP employees and rotational assignments to CEDAP Advisory Panel, Senior Executive Leaders (SEL) & DDIMA/DDIMA
- Coordinate with Region HR Divisions on all CEDAP issues
- Establish and facilitate working group of HQIMA & Region representatives to collaborate on evaluation and adjustment of program
- Provide periodic reports and recommendations to the DIMA/DDIMA
- Keep Army G1/SAWMO informed on progress of implementation and lessons learned

OBJECTIVES OF STUDY

- Obtain info to assess program and make adjustments as needed
  - Lessons learned based on application of program guidance
  - Percentage of employees willing to participate
  - Manager and employee perceptions and satisfaction
  - Impact on Mission accomplishment
  - Impact on filling covered positions via vacancy announcements
- Evaluate methodology (during study and beyond)
  - Employee and management surveys
  - Group sensing sessions
  - One-on-one interviews with managers and employees
  - Review trends in recruitment, retention and employee progression

PILOT STUDY COVERAGE

- Employees
  - IMA CF-29 Employees (less SES) only
    - 21 Employees due for rotation during pilot
    - Will only be considered for rotation if they volunteer to participate in study
  - Employee oriented primarily (sequential rotations of more than one employee – no vacancy required)
  - Position oriented secondarily (filling vacant CEDAP positions)
- Positions
  - ~118 IMA CF-29 Positions
  - Add others as program matures
    - Based on Pilot Study results and requests from HQIMA Staff/ Regions/Garrisons
    - Must be approved by DIMA/DDIMA for inclusion in program
    - May require coordination with Army Career Program Officials